**Appendix 2 – Revised Action Plan**

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| **THEME** | **TASK** | **TIMESCALE** | **TARGET/OUTCOME** | **RESP.** | **DELIVERY PARTNERS** |
| CUSTOMER INSIGHT | 1. Develop a Dashboard to help monitor the impact of Welfare Reform and measure indicators of Financial Exclusion | Aug 15 | By monitoring different sets of data together with customer feedback , we can better prioritise resources and target interventions | Revenues & Benefits Programme Manager | Jobcentre Plus, Housing, Advice Sector |
| 2. Building on the triage tool used by the Welfare Reform Team | On-going | Continual improvement to triage process to ensure effective support is delivered to people affected by welfare reforms | Welfare Reform Manager | Internal |
| DEBT – Short Term | 3. Monitor and evaluate commissioned advice contracts. | On-going | Ensure advice specification is being delivered. Learn from trends in advice work  Use data to inform priority work area for 2016/17 | R&B Programme Manager | Advice Sector, County Council |
| 4. Rents Team to trial Pay Plan for providing debt advice | Oct 15 | Establish whether Pay Plan is an effective provider of debt advice for our customers | Rents Manager | Pay Plan |
| DEBT – Long Term | 5. Use delivery of Universal Support to build a model for personal budgeting support, and consider options for delivery when Universal Credit (UC) rollout increases. | By Mar 15 | Customers migrating to UC are able to manage the monthly payment without getting into rent arrears. | R&B Programme Manager | UC Project Team |
| 6. Develop an integrated approach to recovery of different Council debts | By Dec 15 | To ensure all Council debts are considered when making payment arrangements and to ensure customers are referred for debt advice and budgeting support where appropriate.  Work towards providing a single view of customer debts. | R&B Service Manager | N/A |
| 7. Consider the Council’s strategic approach to credit unions in light of the recommendations in the independent report | Review completed by Jun 15 | Agree approach | R&B Programme Manager | Oxfordshire Credit Union, Blackbird Leys Credit Union |
| **TASK** | **TIMESCALE** | **TARGET/OUTCOME** | **RESPONSIBLITY** | **DELIVERY PARTNERS** |
| 8. Support customers without bank accounts to access basic banking services | By Oct 15 | Reduce number of unbanked residents  Increase % of payments made in respect of Council services by DD and BACS transfer. | R&B Programme Manager | Head of Finance, Barclays |
| 9. Establishment a citywide Financial Inclusion(FI) Partnership | By Jul 15 | Work with partners in the most effective way to ensure Financial Inclusion issues are effectively tackled. Agree citywide objectives and measures for FI | R&B Programme Manager | Various |
| 11. Investigate why sanctions in Oxford are significantly above the national average, and agree an action plan to reduce them. | Dec15 | Reduce the number of sanctions issued in Oxford. | R & B Programme Manager | JCP |
| INCOME – Short Term | 12.Develop training package so relevant staff can identify people at risk of financial exclusion, and deal with them in a consistent manner. | By Jan 16 | Customers correctly referred for internal or external support.  Data gathered on extent of financial exclusion | R&B Programme Manager | NA |
| INCOME –Long Term | 13. Extend Direct Payments to all existing, and any new tenants. | Plan in place by May 15 | Prepare tenants and the Council for introduction of UC, and identify tenants likely to be excluded from the direct payment element of UC. Identify support needs and refer appropriately. | Rents Manager | Advice Sector  Local banks  Community Housing |
| 14. Deliver a program of energy education, with a focus on more vulnerable residents, and making use of tenant champions. | Program to be agreed by June 15 | Residents are informed about energy saving and receive budgeting support where required including help to find the best energy tariffs. | Head of Housing & Property | Tenants |
| 15. All Council tenants to receive a home energy visit | June 15 to April 17 | Buildings to be assessed for energy efficiency improvements and tenants to be offered advice on energy saving and referred for advice on debt and/or their energy bills. | Head of Housing & Property | Advice Sector |
| **TASK** | **TIMESCALE** | **TARGET/OUTCOME** | **RESPONSIBLITY** | **DELIVERY PARTNERS** |
| 16. Sign up to The Rental Exchange following consultation with tenants. | Oct 15 | Council Tenants are able to establish a credit record on the basis of timely payment of their rent. | Rents Manager | Experian,  Tenancy Involvement |
| HOUSING – Short Term | 17. Energy Strategy and Action Plan to be agreed at CEB, aligned with Members Briefing | July 15 | Relevant actions to be incorporated in FIS Action Plan when agreed. | Head of Planning & Enforcement | Internal only |
| 18. Pilot use of conditionality in awarding top--up payments to Home Choice customers. | Sep 15 to Aug 16 | Test whether this approach enables Home Choice customers to live independently without the need for further Council support. | Revenues & Benefits Programme Manager  Head of Housing & Property | Various to provide debt advice and employment support |
| 19. Work with community groups to carry out building checks and other support, on properties using the Oxford Fuel Poverty Indicator to prioritise | From Jul 15 to Mar 16 | Develop a robust data set of the energy efficiency of buildings across the city and use this data to focus funding for improvements and financial support. | Executive Director for Community Services | Low Carbon community groups |
| HOUSING – Long Term | 20. Excess Cold enforcement to be carried out against landlords of properties with EPC ratings of F or G | From Jul 15 to Mar 16 | Improve energy efficiency of private rented stock | Head of Planning & Enforcement | Private Rented landlords |
| 21. Help people affected by the Bedroom Tax in Council stock downsize | On-going to Jun 16 | Reduce the number of people who have their Housing Support reduced by the Bedroom Tax | Landlord Services Manager | n/a |
| **TASK** | **TIMESCALE** | **TARGET/OUTCOME** | **RESPONSIBLITY** | **DELIVERY PARTNERS** |
| 22. Carry out programme of improvements to Council stock, including cavity wall insulations, external wall insulations and program of loft insulation and boiler replacement | Mar 16 for first phase | Achieve minimum SAP (Standard Assessment Procedure) of 69 (equivalent of EPC level C) and an average of 72 across Council stock, improving energy efficiency and reducing bills and/or under heating | Head of Housing & Property | n/a |
| 23. Explore a common approach across agencies to identify priority groups, underpinned by data sharing & Develop the “Oxford offer” | Feb 15 to Mar 16 | Ensure a more consistent approach is taken in dealing with people affected by welfare reform across different organisations. | Welfare Reform Manager | Various |
| SKILLS – Short Term | 24. Support customers to access digital services, particularly those migrating to Universal Credit | By Sep 15 | Customers are supported to access online services. | R&B Programme Manager | Library Services |
| 25. Explore the scope to work with adult education providers City College to provide short, focused training as part of the offer to residents | June 14 to June 15 | Ensure people affected by welfare reforms have the necessary skills to allow them to find work locally | Welfare Reform manager | City of Oxford College, EMBS, WEA |
| 26. Work through communities and local services to engage those further from support | On-going | Explore whether community champions and peer support can be used effectively to support people affected by Welfare Reforms | Welfare Reform manager | Communities & Neighbourhoods Team |
| 27. Use the Delivery Partnership Agreement to explore options for supporting recipients of UC. | Jan 15 to Mar 16 | Use the Delivery Partnership Agreement to test how different needs can be delivered by working together with local providers | R&B Programme Manager | Various, including the Social Housing Sector |
| 28. Build on ‘Benefits in Practice’ to reach those with health conditions and disabled people | Jan 15 to Jun 15 | Improve access to the Welfare Reform team for harder to reach customers | Welfare Reform Manager | Health Improvement Board |
| SKILLS – Long Term | **TASK** | **TIMESCALE** | **TARGET/OUTCOME** | **RESPONSIBLITY** | **DELIVERY PARTNERS** |
| 29. Ensure effective bids are made for Labour Market funding which has been devolved to the LEP.  Consider opportunities for active Council involvement in these bids. | Sep 15 to Dec 15 | Effective medium to long term programmes are established to support those furthest from the labour market into work, and to support key groups into work (over 50’s, single parents, young people) | R&B Programme Manager | Various including JCP, Thriving Families, Aspire |
| 30. Evaluate European Social Fund project. | Jul 15 to Sep 15 | Learning from the project and the partnership legacy are incorporated into business as usual processes. | Welfare Reform Manager | N/A |
| 31. Support NEET prevention work through the Business in the Community programme | Sep 15 to Jul 16 | Increase awareness of apprenticeships and vocational career pathways in schools.  Coaching and mentoring to support pupils as they transition through school. | Head of Community Services, Youth Ambition, Positive Futures | Local Schools  BITC |
| 32. Provide study space and access to the internet in community owned spaces. | Sep 15 to Feb 16 | Limit the impact of overcrowding and/or digital exclusion on educational achievement. | Housing Service Development Officer | Various |